

Concordia University
Council of the John Molson School of Business
Minutes
Friday, November 9, 2001

Present: J. Tomberlin (Chair)
D. Ahmad (Fina.), M. Amin (CGSA), K. Argheyd (Mana.), C. Basmaji (CASA),
C. Bayne (DS&MIS), H. Bhabra (Fina.), S. Bognar (Mana.), R. Chandra (Mktg.),
D. Doreen (DS&MIS), C. Draimin (Acco.), J. Etezadi (DS&MIS), A. Fagnoli (Reg.),
R. J. Ferguson (MBA), G. Fisher (Econ.), M. Gowing (Acco.), J. Hall (Mana.),
S. Hoffman (Lib.), B. Ibrahim (Assoc. Dean), J. E. Jans (SGS), A. Joy (Mktg.),
G. Kanaan (Assoc. Dean), G. Kersten (DS&MIS), A. McAusland (IITS), D. Morin
(Assoc. Dean), R. J. Oppenheimer (Mana.), D. Peltier-Rivest (Acco.), S. Ray (Mktg.),
S. Robinson (Acco.), C. Y. Suen (Comp. Sci.), L. Switzer (Fina.), P. Tragoulas
(CASA), A. Usas (Staff), E. Xenos (PR)

Absent with
Regret: J. Ahmad, R. Knitter, L. Lamarre, M. Sharma, T. O'Connell,

I Call to Order
The meeting was called to order at 09:45.

II Closed Meeting

III Open Meeting

IV Approval of Agenda - JMSB-2001-08A
It was moved by J. Hall and seconded by M. Gowing that Council approve the agenda.
The motion was carried unanimously.

V Approval of the Minutes - JMSB-2001-07M
It was moved by C. Bayne and seconded by J. Hall that Council approve the minutes of the
meeting held October 19, 2001.
The motion was carried unanimously.

VI Chair's Remarks and Question Period (15 minutes maximum)
J. Tomberlin announced that the first Danielle Morin Scholarship, an initiative of CASA, was granted at the recent Awards ceremony. With regard to the disappointing ranking of the John Molson School of Business in Canadian Business, he remarked that the data used were historical and did not reflect the current improvements and higher standards.

A discussion ensued regarding the needs of the MBA program. Although the program now attracts high quality students with an average GMAT score of 640 and the staff was highly ranked, it suffers from a lack of administrative stability and direction as well as physical and human resources. Concern regarding the approval process for the MBA concentrations was noted. The concentration in International Business was a particular concern affecting both the MBA program and the research intensive M.Sc. program. It was confirmed that up until last year the departments had approved the MBA curriculum revisions confident that during a period of eighteen (18) to twenty-four (24) months four courses in each concentration could be offered. It was agreed that the resources for the MBA program be brought forward to the January meeting of Council when the recommendations of the MBA Self-Appraisal Committee will be available.

VIII Business Arising from Previous Meeting
i) Aviation MBA Program Report to Council - JMSB-2001-08M-01 *for information*
D. Doreen highlighted the report. He commented on the great success of the First International Conference on Aviation Management Education and Research held in

conjunction with the Council on Aviation Accreditation meeting at Concordia last summer. At the same time, the International Centre for Aviation Management Education and Research was launched. Applications for CFI and VRQ funding for approximately \$5M have been made to support this enterprise. He emphasized the promotional advantages to the School derived from the international reputation that has been earned by the Aviation MBA and Global Aviation MBA Programs.

D.Doreen reported that, to respond to industry needs and take advantage of growth opportunities, the curriculum has been revised to encompass scheduled airline materials, issues related to airport management, air navigational services organizations, and corporate fleet management in collaboration with CANSO, Airport Council International and the National Business Aircraft Association. The feasibility of offering executive education at a significant profit is being explored. The first six-day executive education conference is scheduled in March 2002 for the aviation students of Austria's Donau University. The possibility of offering a one to two -week program to Swiss Control, a privatized air navigational service organization in Switzerland, is being considered.

With regard to the financial aspects of the program, he stated that the large investment this year for the development of the GAMBA program would have been covered by the surpluses of the past four years, if kept for program use, resulting in a break-even situation for the program. A small loss is forecasted for the year 2001-2002 because of student withdrawals from the program directly due to the events of September 11th.

In response to a question about the percentage of full-time faculty teaching in the program, D. Doreen reported that approximately 70% of the program was taught by full-time faculty as many full-time faculty members have developed an expertise in the aviation area since the inception of the program. The objective of the College of Aviation Management is to facilitate the hiring of full-time faculty with extensive experience and academic training in the aviation industry.

It was moved by C. Bayne and seconded by J. Hall that Council accept the IATA and Concordia University International Aviation MBA Program report to Council .

The motion was carried unanimously.

- ii) Revision of the Membership and Mandate of the JMSB Council Steering Committee -JMSB-2001-07A-03 and JMSB-2001-08A-02 *for approval*
It was moved by J. Hall and seconded by C.Bayne that Council approve the revised membership and mandate of the JMSB Council Steering Committee.

Objection was raised about CUPFA's lack of consultation with the Faculty in the appointment of a part-time faculty representative on the Council Steering Committee.

The motion was carried (31 in favor, 1 opposed, 0 abstentions)

At the request of the Chair and with the permission of Council, A. McAusland provided an overview of the progress in establishing intelligent classrooms and developing a laptop policy. A. McAusland reported that:

- Eighty-four (84) classrooms, outfitted with screens, data projectors, VCRs, wireless connections and computers, are now in full operation.
- An additional twenty (20) classrooms will be revamped by the end of June, two of the rooms will be in the GM building.
- IITS is offering web-based training and live training for the new classroom technology.

- A special group in IITS has been created to support the technology in the intelligent classrooms.
- Smaller rooms will be outfitted later in the summer using a plasma screen technology integrating live video signals over the IT infrastructure.
- Wireless access points have been completed in the Library building, the Hall building with the exception of the ninth and tenth floors and in the public spaces on the Loyola campus.
- Access requires a Cisco wireless card in the laptop - a vax2 or alcor account can be used to authenticate access.
- By September 2002 a laptop program will be in place to offer students laptops at a reasonable price to be paid for over a period of time, e.g. three years for a three-year program.
- Fifty laptops are available in the Library for students to borrow
- Other tools developed include: the site generator to facilitate web-page production and the introduction of a disc subscription service in November that allows students to subscribe to a disc on campus that is regularly backs up all work to a centralized disc facility.
- Equipment depots have been restocked with overhead projectors, laptops, and data projectors
- By the end of this term, most of the networking throughout the University will be improved - speed and ability to transfer large files will be enhanced. A redundant dark fiber entry will be installed in the University to prevent downtime.
- Multi-media kiosks will be installed in various sites by late spring for information distribution - one will be integrated with the JMSB information desk in the GM building.
- As of December 1, because 98% of the users of the Media Labs are from the Fine Arts Faculty, Media Labs will be under the direction of the Fine Arts Faculty.
- IITS will maintain two smaller production facilities, one downtown and one on the Loyola campus, for students from other Faculties
- A major SIS initiative that will enhance enrolment management is underway.
- The Human Resources software is being rebuilt to tie in to the enrolment management data.
- CC building facilities at Loyola are being rebuilt.
- A Director of IT Planning will soon be appointed.
- IITS is undergoing restructuring to better respond to client needs.

During the discussion that followed, it was noted that in addition to GM212 and GM503-48, two rooms on the seventh floor, GM715 and GM725 were to be wired. With regard to IITS providing state-of-the-art computer equipment for student use and updating the School's seven computer labs, many of which were equipped by the students, P. McAusland pointed out that centralized funding would only apply to facilities to be used by all Faculties. IITS would assist in updating the infrastructure, notifying the School of cost saving opportunities for specified equipment needs or redistributing usable equipment from other areas of the University for student labs.

In response to a complaint about the submission of grades via Web CT, P. McAusland advised that a user-friendly course management site has been developed. It allows the download of an accurate class list in any desired format, access to students via e-mail if they have their e-mail in the SIS, the submission of grades on-line and the provision of a grade distribution chart that will remain in the data base for historical purposes. Web CT will still be supported by IITS despite the heavy costs.

With regard to security issues in a wireless environment, P. McAusland stated that all existing firewalls and security protocols apply. Access is limited to members of the

Concordia community who have vax2 or alcor accounts. Security measure are being increased as the University network becomes more commercialized. A centralized First-Class environment is not supported by the University because of the expense. An alternative used for several distance courses is a site generator that automatically provides a discussion board. It is hoped that three or four alternatives will be developed in the future. In response to strong concern about faculty, staff and students using First Class being denied access to the server for the wireless technology, P. McAusland gave his assurances that the problems could be remedied as long as the users had a vax2 or alcor account. It was agreed that the directors of IITS and CIT would resolve the technical details.

Complaints regarding the size of the podium in the wired classrooms, the focus on microsoft products and the lack of written manuals for Web CT were noted.

IX Report: Graduate Programs, Research and Program Evaluation -

D. Morin reported that the Executive MBA Program appraisal was underway, the Aviation MBA Program appraisal would soon begin, and a call for nominations for the Director of the MBA Program has been issued. The deadline for nominations is the end of November for the appointment beginning January 1, 2002. The Research Committee is developing guidelines for research funding for M.Sc. supervision and looking for a mechanism for posting research opportunities for all faculty members. She announced the success of the Concordia Centraide Campaign in exceeding the objective of \$75,000 by \$5,000.

X CGSA Report

M. Amin reported the success of the MBA students in raising \$1,000 for Centraide through the sale of bagels and coffee in the GM building and that the GSA has the students' vote to proceed with accreditation by the Quebec government.

XI Report: External Affairs and Executive Programs

J. Rosenblatt reported that this year's Canadian Business rankings were favorable for the Executive MBA Program and it is expected that next year's will show the great progress made in the MBA Program. The Office of the Associate Dean External Affairs and Executive Programs is working on the production of new program materials. With regard to international recruitment, travel had been reduced to focus on Europe, South America and China. Recruitment efforts via specialized internet connections are being aggressively pursued. The annual Awards of Distinction will take place November 27th at the Queen Elizabeth Hotel - everyone was encouraged to attend.

XII Report: Administrative Affairs and Human Resources

B. Ibrahim reported that the trading room on the third floor of the GM building is expected to be operational by mid-December 2001 - the cost of the facility has been paid by endowed funds. Within the next few months it is expected that a larger, improved computer lab will be set up for graduate students. Unit heads were reminded that to improve budget rationalization prior approval for large expenditures must be obtained from the office of the Associate Dean, Administrative Affairs and Human Resources.

XIII Report : Undergraduate Programs, Academic and Student Affairs

There was nothing to report.

XIV CASA Report

C. Basmaji reported that approximately 150 students from across the country were attending the sixth Sports Marketing Seminar that is taking place on the weekend. She announced that with the September BBQ and the Halloween Bachelor auction CASA had raised \$1500 for the Centraide Campaign, and advised that she would present a motion to Senate requesting that

professors from all Faculties allow their students to leave class fifteen minutes early during the three-day CSU bi-election, November 27, 28, and 29 to encourage them to participate in the election process.

It was moved by C. Basmaji and seconded by B. Ibrahim that Council support CASA in its efforts to encourage all students to vote in University elections in general and the upcoming CSU bi-election, November 27, 28 and 29 in particular..

The motion was carried unanimously.

Information regarding the bi-election will be sent to all faculty members via e-mail.

With regard to assistance in recruitment of new students, CASA will invite CEGEP students from the Montreal area to a mini case competition. The case will present the role and function of CASA. Students will be asked to develop a marketing plan on how CASA should promote their activities to the University. Winners of the competition will receive a scholarship.

C. Basmaji reported that she had the opportunity to assure friends of Concordia University that most students appreciate corporate assistance in education and will demonstrate their gratitude by participating in the upcoming CSU bi-election.

XV Reports from School Representatives on University Committees

- | | | |
|-------|---|----------------------|
| i) | University Senate | There was no report. |
| ii) | Arts and Science Faculty Council | There was no report. |
| iii) | Senate Academic Planning and Priorities | There was no report. |
| iv) | Senate Academic Programs Committee | There was no report. |
| v) | Senate Research Committee | There was no report. |
| vi) | University Library Committee | There was no report. |
| vii) | Undergraduate Scholarships and Awards Sub-committee
On behalf of M. Sharma, C. Basmaji reported the success of the Awards Ceremony where J. Landry, last year's Vice-President, Academic for CASA, was granted the Danielle Morin Scholarship, | |
| viii) | Board of Governors | There was no report. |
| ix) | Council of the School of Graduate Studies | There was no report. |

XVI New Business

- i) Request for input on proposed Permanent Evaluation Procedures for incumbent senior administrators - JMSB-2001-08A-03
During a brief discussion of the document, it was suggested that the Latin on page 4, item 12, be omitted or replaced with English.

It was agreed that Council members further consider the document. In the event it was felt that the issue should be brought back to the December Council meeting the Secretary of Council would be notified.

- ii) Request to include program specialization, AACSB accreditation and the John Molson School of Business on the Concordia degree certificate.
It was reported that several students had asked to have the AACSB accreditation and John Molson School of Business appear on their diplomas. It was noted that a number of students had asked that their specialization appear on the diploma.

This matter has been brought to the attention of the Office of the Registrar. Design, technical and policy issues will be researched and all Faculties will be consulted prior to the submission of a report to the Provost and Vice-Rector, Research.

XVII Other Business

XVIII Adjournment

It was moved by J. Hall and seconded by J. Rosenblatt that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 11:55 a.m.

XIX Next meeting

The next regular meeting of Council will take place Friday, December 14, 2001 at 09:30 in room GM403-2.